NAVAL
POSTGRADUATE
SCHOOL

MONTEREY, CALIFORNIA

THESIS

A FACTOR-BASED EXAMINATION OF UNITED STATES NAVY HUMAN RESOURCE OFFICERS WORK ACTIVITIES BY COMMERCIAL ACTIVITY ASSIGNMENT CODES TO SOCIETY FOR HUMAN RESOURCE MANAGEMENT (SHRM) BODY OF KNOWLEDGE STANDARDS
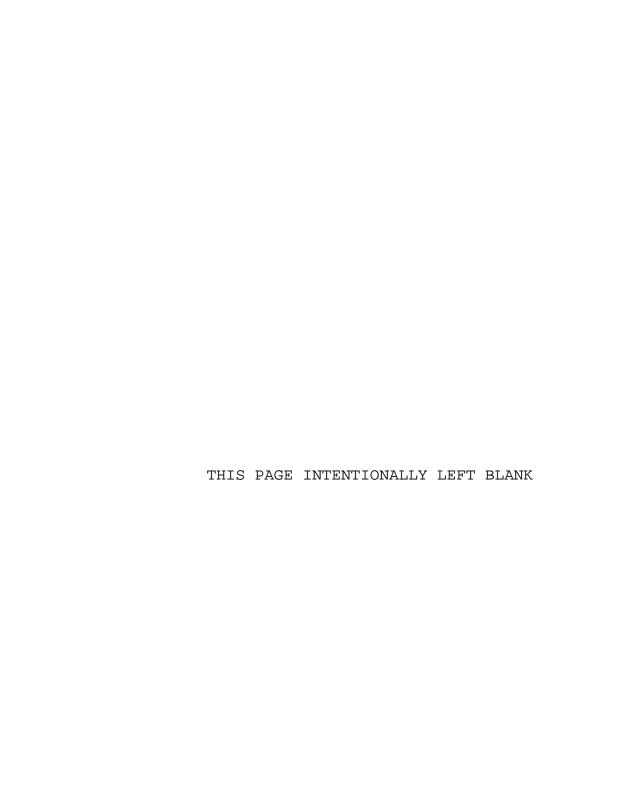
by

Jesse Tovar

September 2006

Thesis Advisor: L. Andrew Jones
Second Reader: Suzanne Bosque

THIS PAGE INTENTIONALLY LEFT BLANK

REPORT DOCUMENTATION PAGE	*Form Approved OMB No. 0704-0188*

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503.

1. AGENCY USE ONLY *(Leave blank)*	2. REPORT DATE September 2006	3. REPORT TYPE AND DATES COVERED Master's Thesis

4. TITLE AND SUBTITLE: A Factor-Based Examination of United States Navy Human Resource Officers Work Activities by Commercial Activity Assignment Codes to Society Human Resource Management (SHRM) Body of Knowledge Standards.	5. FUNDING NUMBERS
6. AUTHOR(S) Jesse P. Tovar	

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School Monterey, CA 93943-5000	8. PERFORMING ORGANIZATION REPORT NUMBER

9. SPONSORING /MONITORING AGENCY NAME(S) AND ADDRESS(ES) N/A	10. SPONSORING/MONITORING AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government.

12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; distribution is unlimited	12b. DISTRIBUTION CODE

13. ABSTRACT (maximum 200 words)

This research examines the relationship between United States Navy Human Resource (HR) officers assigned work activities as described by Total Force Manpower Management System (TFFMS) commercial activity (CA) function codes with Society for Human Resource Management (SHRM) body of knowledge standards. A review of the current HR officer career field and HR competencies was performed. A total of (N=661) cases were drawn from TFMMS and comprised the data set used in factoring HR officers' CA function codes with the body of knowledge standards prescribed by the Society for Human Resource Management. This study enumerates HR officers working in HR related work activities as defined in the SHRM body of knowledge and those who are performing non-HR related work in the Navy.

14. SUBJECT TERMS MPTE, MSA, Manpower, Human Resources, 1200 Officers, Commercial Activities, SHRM, Competencies	15. NUMBER OF PAGES 97
	16. PRICE CODE

17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified	19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified	20. LIMITATION OF ABSTRACT UL

NSN 7540-01-280-5500

Standard Form 298 (Rev. 2-89)
Prescribed by ANSI Std. 239-18

THIS PAGE INTENTIONALLY LEFT BLANK

A FACTOR-BASED EXAMINATION OF UNITED STATES NAVY HUMAN RESOURCE OFFICERS WORK ACTIVITIES BY COMMERCIAL ACTIVITY ASSIGNMENT CODES TO THE SOCIETY FOR HUMAN RESOURCE MANAGEMENT (SHRM) BODY OF KNOWLEDGE STANDARDS

Jesse P. Tovar
Lieutenant, United States Navy
B.A., University of Memphis, 2000

Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

from the

**NAVAL POSTGRADUATE SCHOOL
September 2006**

Author: Jesse P. Tovar

Approved by: Dr. L. Andrew Jones
                 Thesis Advisor

                 CDR Suzanne Bosque
                 Associate Advisor

                 Robert N. Beck
                 Dean, Graduate School of Business and
                 Public Policy

THIS PAGE INTENTIONALLY LEFT BLANK

ABSTRACT

This research examines the relationship between United States Navy Human Resource (HR) officers assigned work activities as described by Total Force Manpower Management System (TFFMS) commercial activity (CA) function codes with Society for Human Resource Management (SHRM) body of knowledge standards. A review of the current HR officer career field and HR competencies was performed. A total of (N=661) cases were drawn from TFMMS and comprised the data set used in factoring HR officers' CA function codes with the body of knowledge standards prescribed by the Society for Human Resource Management. This study enumerates HR officers working in HR related work activities as defined in the SHRM body of knowledge and those who are performing non-HR related work in the Navy.

THIS PAGE INTENTIONALLY LEFT BLANK

TABLE OF CONTENTS

THIS PAGE INTENTIONALLY LEFT BLANK

LIST OF TABLES

THIS PAGE INTENTIONALLY LEFT BLANK

ACKNOWLEDGMENTS

THIS PAGE INTENTIONALLY LEFT BLANK

I.   INTRODUCTION

A.   PURPOSE AND BACKGROUND

The purpose of this research is to categorize United States Navy Human Resource officer principal work activities and analyze these in terms of industry standards as established in the Society for Human Resource Management (SHRM) body of knowledge. This comparison employs Navy corporate database commercial activity (CA) function codes drawn from the Total Force Manpower Management System (TFMMS) at the Navy Manpower Analysis Center (NAVMAC), Millington, Tennessee. These data (N=661) receive binary factor treatment and are compared to HR body of knowledge standards as defined by SHRM. The findings of this study baseline HR officer work activity assignments in terms of private sector HR career requirements.

B.   SCOPE, RESEARCH QUESTIONS, AND METHODOLOGY

This thesis enumerates the work activities of HR officers and evaluates these activities in relation to activities performed by civilian HR specialists in both public and private sector HR roles. From this comparison come two research questions:

Research Questions:

1.   How do Navy commercial activity (CA) function codes relate to the human resource (HR) body of knowledge standards as defined by the Society for Human Resource Management (SHRM)?

2.   What are the defined and undefined work activities performed by Navy Human Resource officers?

1

C. ORGANIZATION OF THE THESIS

Chapter II provides a brief history and background of the Human Resource Officer Community along with an explanation of existing promotion guidelines within the community. This chapter describes the SHRM body of knowledge human resource competencies in both public and private sectors, and delineates work activity competencies in other Navy officer communities.

Chapter III includes a methodology for matching Navy CA function codes to SHRM body of knowledge standards. This chapter defines the work activities HR officers perform and relates those activities to the SHRM body of knowledge.

Chapter IV summarizes the findings from the analysis of the CA function codes with the SHRM body of knowledge.

Chapter V provides conclusions and recommendations for work activity application in the U.S. Navy HR community.

II. LITERATURE REVIEW

A. CURRENT NAVY HUMAN RESOURCES CAREER FIELD

The Human Resource (HR) Officer Community is a restricted line community that was established in October 2001 with an officer designator code of 1200. The HR officer community serves to meet a growing demand for officers who posses specialized skills in HR strategy development and the analysis of human resources. The HR community exists to provide expertise in manpower, personnel, training, and education.

The HR community does not "direct access" its officers. Officers are accessed through a lateral transfer process. A lateral transfer board convenes twice a year to select qualified individuals from other communities.[1] The typical career path for HR officers begins at the lieutenant (LT) or lieutenant commander (LCDR) level. Officers who have gained fleet experience and warfare qualification are considered to be candidates for selection. Minimum selection criteria include at least 24 months of active commissioned service and officers must be within six months of completing any obligatory service requirement in their present community. In addition, the HR community requires warfare qualification and some experience in HR activities. Once officers are laterally transferred into the HR community, they are typically assigned to an HR related assignment although; this may not always be the case. Many new accession HR officers are

---

[1] Bureau of Naval Personnel, Naval Military Personnel Manual, NAVPERS 15560D, Millington Tennessee, Article 1212-010, Lateral Transfer and Change of Designator Codes of Regular and Reserve Officer, 22 August 2002, 1.

sent to the Naval Postgraduate School in Monterey, California to pursue graduate study and earn a master degree and subspecialty designation in an HR related field.

The Navy Subspecialty System is an integrated manpower and personnel classification and control system that maintains the criteria for the award of service credit based on advanced education, functional training, and significant experience in various fields and disciplines.[2] Common HR related subspecialties that can be earned by completing a master degree or through gained experience includes: Human Resource Management/Master of Business Administration (3000), Financial Management (3110), Manpower Systems Analysis Management (3130), Education and Training Management (3150), and Operations Research Analysis (3211).

The HR community does not follow the typical career path of unrestricted line (URL) officers. Though important in all communities in the Navy, the HR community particularly emphasizes the importance of leadership tours for its officers. It is assumed that all newly accessed officers have completed division officer and possibly department head leadership milestones. If a newly accessed officer has not completed a department head experience tour, they will be assigned to one in an HR community controlled billet. It is at this point that HR careers deviate from the unrestricted line (URL) officer career path. Instead of the typical URL commanding officer/executive officer (CO/XO) track, the HR community uses milestone billets. Milestone billets are strong,

---

[2]Chief of Naval Operations, Manual of Navy Officer Manpower and Personnel Classifications, NAVPERS 158391, Volume 1, Major Code Structures, Millington, Tennessee N13, April 2005, Part B, 32.

analytically based HR billets at the lieutenant commander (LCDR) or commander (CDR) level. To fill a milestone billet, officers must be selected via an administrative board.

The Human Resource Officer Community has no community-specific training program. As a result, there is no pre-established career-learning continuum. In lieu of a Navy HR officer-learning continuum, the community has elected to use master level education and professional civilian certification as a proxy.

There are a variety of civilian and government qualifications and certifications that officers are encouraged to complete. These educational milestones and qualifications include completing graduate education; certification in the Human Resource Certification Institute (HRCI) sponsored Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR); and qualification as a Certified Performance Technologist (CPT), which is sponsored by the International Standards for Performance Improvement (ISPI) or the American Society for Training and Development (ASTD). Completing these educational achievements and professional certifications provide a foundation for HR officers, but often, the work performed by HR officers does not necessarily mirror the content curricula of these certifications. Beyond the professional civilian certifications available, military qualifications include Joint Specialty Officer (JSO) and the Joint Professional Military Education (JPME).

B.   SOCIETY FOR HUMAN RESOURCE MANAGEMENT (SHRM)

The *SHRM Learning System*[TM] is a certification preparation product used to assist in human resource professional development.[3] The *Learning System*[TM] is the most widely used certification preparation product in the marketplace.[4] It was developed by SHRM using a Society-established body of knowledge outline and the Human Resource Certification Institute (HRCI) assesses mastery of this material.[5] Other than providing the body of knowledge outline, HRCI does not have any role in the development of the *Learning System*[TM].[6]

The *Learning System*[TM] product is developed by SHRM staff members--subject matter experts (SMEs) who are PHR or SPHR certified--an instructional development firm that includes content and software developers, legal counsel, and editing and word-processing specialists. It is updated every year in order to keep pace with changes in the HR profession.[7]

The *Learning System*[TM] consists of six areas that make up the SHRM body of knowledge. The six knowledge areas and the corresponding modules include (a) Strategic Management; (b) Workforce Planning and Employment; (c) Human Resource Development; (d) Compensation and Benefits; (e) Employee and Labor Relations; and (f) Occupational Health, Safety, and Security.[8]

---

[3] The Society for Human Resource Management (SHRM) Learning System[TM], 2005 Version, i.

[4] Ibid.

[5] Ibid.

[6] Ibid.

[7] Ibid.

[8] Ibid., iii.

Strategic management is defined using three areas. The first area is the processes and activities used to formulate HR objectives, practices, and policies to meet short- and long-range organizational needs and opportunities.[9] The second area guides and leads the change process.[10] The final area evaluates HR's contributions to organizational effectiveness.[11]

The Strategic Management module provides HR professionals with structure and direction on how to work effectively in today's organizations.[12] The contents included in this module have seven sections. These sections are listed in Table 1.

Table 1.   Strategic management module sections

Section 1-1	The role of human resources in organizations
Section 1-2	The strategic planning process
Section 1-3	Scanning the external environment
Section 1-4	Organizational structure and internal HR partners
Section 1-5	Measuring human resources effectiveness
Section 1-6	Ethical issues affecting human resources
Section 1-7	Human resource and the legislative environment

From Ref. SHRM Learning System™ 2005 Version Module 1

---

[9] (SHRM) Learning System™, 1-1.

[10] Ibid.

[11] Ibid.

[12] Ibid.

The Workforce Planning and Employment module covers the processes of planning, developing, implementing, administering, and performing ongoing evaluation of recruiting, hiring, orientation, and organizational exit. This ensures that the workforce meets the organization's goals and objectives.[13] This module covers key legislation affecting employee rights, employee privacy, and consumer protection as well as equal employment opportunity, affirmative action programs, discrimination issues, recruitment, flexible staffing, selection, organizational exit, and employee records management.[14] The contents included in this module have 12 sections. These sections are listed in Table 2.

---

[13] (SHRM) Learning System™, 2-1.

[14] Ibid.

Table 2.   Workforce planning and employment module
sections

Section 2-1	Key legislation affecting employee rights
Section 2-2	Key legislation affecting privacy and consumer protection
Section 2-3	Equal employment opportunity/affirmative action
Section 2-4	Gender discrimination and harassment in the workplace
Section 2-5	Organizational staffing requirements
Section 2-6	Job analysis and documentation
Section 2-7	Recruitment
Section 2-8	Flexible staffing
Section 2-9	Selection
Section 2-10	Employment practices
Section 2-11	Organizational exit
Section 2-12	Employee records management

From Ref. SHRM Learning System™ 2005 Version Module 2

The Human Resource Development (HRD) module ensures
that the skills, knowledge, abilities, and performance of
the workforce meet current and future organizational and
individual needs.[15]   Employee training and development,
change and performance management, and the unique needs of
particular employee groups are addressed through these
activities and programs.[16]   This module addresses

---

[15] (SHRM) Learning System™, 3-1.

[16] Ibid.

assessment, development, implementation, and evaluation of HRD programs in three key areas. The key areas are training and development, organizational development, and career development. The contents include 11 sections. These sections are listed in Table 3.

Table 3.   Human resource development module sections

Section 3-1	Key legislation
Section 3-2	Human resource development and the organization
Section 3-3	Adult learning and motivation
Section 3-4	Assessment of HRD needs
Section 3-5	HRD program design and development
Section 3-6	HRD program implementation
Section 3-7	Evaluating HRD effectiveness
Section 3-8	Career development
Section 3-9	Developing leaders
Section 3-10	Organizational development initiatives
Section 3-11	Performance management

From Ref. SHRM Learning System™ 2005 Version Module 3

The Compensation and Benefits module discusses the total compensation system in terms of direct and indirect compensation.[17]   The module covers several avenues in compensation and benefit programs. They include:

---

[17] (SHRM) Learning System™, 4-1.

10

1. An examination of the legislation that affects compensation and benefit programs.

2. The total compensation program as it is positioned as an intrinsic part of the organization's strategic direction. The module focuses on how HR professionals can leverage total compensation as a competitive advantage.

3. Information for HR professionals to better understand payroll functions and their vital role in the administration of compensation and benefits.

4. Specific compensation and benefit programs including compensation and benefit packages for international employees.

5. An evaluation of the total compensation system and how to communicate the benefits of that system to employees.[18]

The contents of this module include nine sections. These sections are listed in Table 4.

---

[18] (SHRM) Learning System™, 4-2.

Table 4.   Compensation and benefits module sections

Section 4-1	Key legislation
Section 4-2	Total compensation and the strategic focus of the organization
Section 4-3	Pay administration
Section 4-4	Compensation systems
Section 4-5	Introduction to benefit programs
Section 4-6	Government-mandated benefits
Section 4-7	Voluntary benefits
Section 4-8	Compensation and benefit programs for international employees
Section 4-9	Evaluating the total compensation system and communicating it to employees

From Ref. SHRM Learning System™ 2005 Version Module 4

The Employee and Labor Relations module includes the processes of analyzing, developing, implementing, administering, and performing ongoing evaluation of workplace relationships between employer and employee.[19] This module also includes collective bargaining processes and union relations. The content of this module includes 13 sections. These sections are listed in Table 5.

---

[19] (SHRM) Learning System™, 5-1.

Table 5.   Employee and labor relations module sections

Section 5-1	Key legislation affecting employee and labor relations
Section 5-2	Employee relations and organizational culture
Section 5-3	Employee involvement strategies
Section 5-4	Positive employee relations
Section 5-5	Work rules in union and nonunion environments
Section 5-6	Effective communication of laws, regulations, and organizational policies
Section 5-7	Discipline and formal complaint resolution
Section 5-8	Union organizing
Section 5-9	Unfair labor practices
Section 5-10	Collective bargaining
Section 5-11	Strikes and secondary boycotts
Section 5-12	Public-sector labor relations
Section 5-13	International employee and labor relations

From Ref. SHRM Learning System™ 2005 Version Module 5

The Occupational Health, Safety, and Security module is the sixth and last module. Occupational Health connotes a state of wellbeing, free from illness or disease. Health management programs focus on the overall wellbeing of employees on and off the job. Safety relates to freedom from hazard, risk, or injury and the programs are focused on work-related accidents and injuries. Security is the

reduction or elimination of the risk of loss of an organization's assets.[20]

The Occupational Health, Safety, and Security module covers several important aspects of workplace safety, health, and security. These include:

1. The relevant laws associated with the Occupational Safety and Health Act (OSHA) and the legal issues surrounding it.
2. An explanation of how OSHA standards are applied to workplace situations.
3. An application-oriented approach to employee health and creating a safe working environment.[21]

The contents of this module include four sections. These sections are listed in Table 6.

Table 6.   Occupational health, safety & security module sections

Section 6-1	Key legislation
Section 6-2	Safety
Section 6-3	Health
Section 6-4	Security

From Ref. SHRM Learning System™ 2005 Version Module 6

C.   HUMAN RESOURCE COMPETENCY

Competency management is a growing trend in HR. Competencies are grouped as skills, knowledge, self-

---

[20] (SHRM) Learning System™, 6-1.

[21] Ibid., 6-2.

concept, traits, and motives.[22]   It is also noted that organizations that use competencies tend to define them in their own terms--tailored to fit their own organization's needs.[23]

Competencies are used in human resource management as a way to map and measure the growth of human capital.[24]   The HR function is an organizational resource that contributes to firm-level competitive advantage and value creation.[25] Core competencies may be defined as skill sets essential to the effective management of an organization.[26]   Competencies describe capabilities that individuals must have to accomplish the organization's mission, and can only be changed moderately without compromising the organization's ability to operate effectively.   Human resources is known as a service function, and is strategically important.[27] The United States Office of Personnel Management (OPM) reports that there are a number of reasons why the issue of competencies has risen to the attention of the HR community.   Further, OPM reports that the following trends make the case for the establishment of an HR competency scheme:

---

[22] United States Office of Personnel Management, *Looking to the Future: Human Resources Competencies,* "An Occupation in Transition." Part 2. MSE-99-6, Sep 1999, 7

[23] Ibid.

[24] Liz Wright, "HR competencies: Getting them right," *Canadian HR Reporter*, Toronto, 5 Nov. 2001, Vol.14, Iss. 19, 20.

[25] Mark V. Roehling, Wendy R. Boswell, Paula Galigiuri, Daniel Feldman, Mary E. Graham, James P. Guthrie, Motohiro Morishima, and Judith W. Tansky, *The Future of HR Management: Research Needs and Directions,* Wiley Periodicals, Inc., Summer 2005, Vol. 44, No.2, 207.

[26] R Scott Bell, Kenneth Bresnahan, Doris Chew, Mark Holdrege, and John Sander, *Getting to the core of competency.* The Government Accountants Journal, Arlington, Spring 1999. Vol 48, Iss. 1, 30.

[27] Wright, 20.

1. Human resource management has undergone dramatic changes over the last five years.

2. The business of HR is changing.

3. There is growing concern over how to meet organizational needs with fewer HR professionals.

4. There are a number of competency models already in existence.[28]

The human resource function is strategically important given its position as a service application. According to Liz Wright of the Canadian published *HR Reporter*, the following competencies will help drive organizational performance and shareholder value (a) ability to influence or persuade, (b) interpersonal skills, (c) technical knowledge, and (d) ability to deal with ambiguity.[29] These competencies vary for all organizations, but they are some of the valuable competencies required depending on the needs and functions of organizations. HR competencies can be in any format depending on the organization. "The Society for Human Resource Management, the University of Michigan Ross School of Business, and the Global Consulting Alliance have identified five key competencies for HR professionals. They have prepared a toolkit to help professionals develop the skills, knowledge, and behaviors necessary to add value to their organizations."[30] These five major categories of HR competencies are revealed by the Human Resource Competency Study research project, which was sponsored by the Executive Education Center at the University of Michigan Ross School of Business. The

---

[28] United States Office of Personnel Management, 7.

[29] Wright, 20.

[30] *Five key HR competencies-and a toolkit to build them.* HR Focus, New York: Aug 2003. Vol. 80, Iss. 8, 8.

competencies identified are (a) strategic contribution, (b) personal credibility, (c) HR deliverables, (d) business knowledge, and (e) HR technology.[31]

1. National Aeronautics and Space Administration (NASA)

The National Aeronautics and Space Administration (NASA) and the Department of the Navy are two of many organizations that are transforming HR talent assessment into competencies. According to NASA, competencies are aggregate knowledge, skills, and abilities and are not roles or functions.[32] As many functions within HR are growing and expanding to meet organizational goals, the need for competency management is becoming routine in businesses across the United States.

NASA has developed the Competency Management System (CMS). The CMS is a collection of business processes and tools that are used to monitor and measure NASA's employee knowledge base.[33] The intended scope and use of CMS includes NASA's Strategic Human Capital Management, OneNASA/Expertise Locator, and Employee Development.[34]

NASA's Strategic Human Capital Management utilizes CMS primarily as a workforce-planning tool that ensures the Agency and Centers have the right competencies needed for their future workforce. The necessary competencies are

---

[31] *Five key HR competencies-and a toolkit to build them.* HR Focus, New York: Aug 2003. Vol. 80, Iss. 8, 8.

[32] NASA Office of Human Capital Management website: http://nasapeople.nasa.gov.

[33] National Aeronautics and Space Administration, *Competency Dictionary Revision 6 Guidelines, NASA Competency Management System (CMS),* "Officer of Human Capital Management." Revision 2. CMS-DOC-12, 26 May 2005, 3.

[34] Ibid.

enumerated for employees, and mapped to job positions and program/projects.[35] OneNASA/Expertise Locator allows CMS to provide employees, supervisors, project managers, functional offices, mission area management, and senior leadership with the capability to locate expertise in the Agency's workforce. This system provides insight into the Agency's corporate knowledge base.[36] Employee development utilizes CMS to provide employees and supervisors with an additional avenue to determine knowledge areas that could be strengthened when comparing employees' current competencies to position requirements. NASA analyzes the results of the comparison so that it can provide management with information to guide developmental activities that enhance employees' capabilities.[37]

Employees, functional communities, subject matter experts, and stakeholders are asked to review the competency dictionary and "recommend changes in accordance with the guidelines outlined in Competency Dictionary Revision 6 Guidelines, provided these meet the intended scope and use of the Competency Management System."[38]

NASA's competency framework consists of (a) a corporate knowledge domain, which is the top level and represents the Agency's major corporate knowledge areas; (b) competency suites--the next level intended to represent a suite of competencies that are related in subject matter, share a common subject area, or are grouped together

---

[35] National Aeronautics and Space Administration, *Competency Dictionary Revision 6 Guidelines, NASA Competency Management System (CMS),* "Officer of Human Capital Management." Revision 2. CMS-DOC-12, 26 May 2005, 3.

[36] Ibid.

[37] Ibid.

[38] Ibid.

because they align to one of the agency's lines of business; (c) level 1 competencies are used for Agency workforce planning where the need to identify the breadth of knowledge to accomplish the Agency's mission is defined; and (d) level 2 competencies, which provide a greater level of detail and can be used to provide more precise data for workforce planning.[39]

The process description for NASA is broken down into three phases. Phase one is a dictionary review and collection of recommendations. Phase two is a functional review and content approval. Phase three is a dictionary release and data update. The new dictionary is released for use at the beginning of NASA's fiscal year.[40]

2. Department of the Navy Civilian Human Resources (DONHR)

The Department of the Navy Civilian Human Resources (DONHR) is responsible for ensuring that the Navy has the right people in the right place at the right time.[41] The DONHR is applying people management skills as well as techniques and policies to ensure success to the organization. Two specialist groups that are members of the Navy's civilian HR community are Human Resource Specialists and Equal Opportunity Specialists. These experts require specialized knowledge in management principles and consultative and customer service skills.

---

[39] National Aeronautics and Space Administration, *Competency Dictionary Revision 6 Guidelines, NASA Competency Management System (CMS),* "Officer of Human Capital Management." Revision 2. CMS-DOC-12, 26 May 2005, 4-5.

[40] Ibid., 10.

[41] Department of the Navy, Office of the Deputy Assistant Secretary of the Navy for Civilian Human Resource website: http://www.donhr.navy.mil.

The major services that this community provides to the DON include (a) human capital strategies, (b) recruitment, (c) classification, (d) employee benefits, (e) performance management, (f) employee and labor relations, and (g) employee management software.[42]

To be able to succeed, workers in the civilian HR community need to work closely with people of several other communities including (a) administration, (b) education and training, (c) information technology/information management (IT/IM), and (d) community support. It is likely that human resource workers will have common competencies with those workers of the other communities.

Several different career levels for human resource workers exist. The first level is entry to full performance level employee. The second level consists of senior specialist and mentor, team leader, project leader, or supervisor. The third level consists of duty as a command specialist, technical expert, program manager, supervisor, or command liaison for joint activities. The fourth level consists of senior program manager, division/department manager, or agency expert. Each civilian community determines the titles and functional requirements that are to be included in each level of progression. Grades and pay levels within each progression level also vary because of pay banding, locality pay, and the federal career ladder.[43] Table 7 shows the job series and title with a brief description of DON human resource communities.

_____

[42] Department of the Navy, Office of the Deputy Assistant Secretary of the Navy for Civilian Human Resource website: http://www.donhr.navy.mil.

[43] Ibid.

Table 7.   DON human resource community job series and title

JOB SERIES AND TITLE	BRIEF DESCRIPTION
GS-201: Human Resource Management Series	Administrative positions that manage, supervise, administer, advise on, or deliver human resource management products or services. This series includes, but is not limited to, the following specialties (a) information systems, (b) military, (c) classification, (d) compensation, (e) recruitment and/or placement, (f) employee benefits, (g) HR development, (i) performance management, (j) employee relations, and (k) labor relations.
GS-203: Human Resource Assistant Series	Positions of clerical nature that support all of the above-described functions of the HR management series.
GS-260: Equal Employment Opportunity Series	Developing, administering, evaluating, or advising on the federal government's internal equal employment opportunity program within various federal agencies when the position requires knowledge of federal equal employment opportunity regulations and principles; compliance and enforcement skills; administrative, management, and consulting skills; and knowledge of federal personnel administration. This includes managers or coordinators of special emphasis programs designed to solve the specialized employment problems of women, minorities, veterans, the handicapped, persons over age 40, and others as they relate to federal employment.
GS-361: Equal Opportunity Assistance Series	Technical and substantive clerical work in support of equal opportunity and civil rights programs or activities. These positions do not require the broad knowledge of equal opportunity and civil rights principles, or the depth of skill in analysis, interpretation, and decision-making characteristic of the equal opportunity compliance series, GS-0360, equal employment opportunity series, GS-0260.
GS-140: Manpower Research and Analysis Series	The application of concepts, principles, and practices of sociology, psychology, economics, and/or allied social sciences in implementing national programs designed to equip the underemployed, the persistently unemployed and other unemployed with necessary skills to provide an opportunity for their full participation and utilization in the labor force.
GS-142: Manpower Development Series	Work concerned with the implementation, promotion, coordination, monitoring, and evaluation of federally funded programs for the development and utilization of manpower resource.

From Ref. www.donhr.navy.mil

The Civilian Community Management Division (CCMD) of the Office of the Deputy Chief of Naval Operations (Manpower and Personnel) manages the competency collection processes in the area of competency assessment.[44] The process used for managing military competency collection processes are the same as for CCMD employees. The occupations of the DON ensure that final products are of the highest quality and accurately represent the diversity of the work.

Both processes are designed with multiple checks and balances. The use of this methodology assures that:

1. Measurement of competencies is scientifically rigorous.

2. It is possible to track and compare the competency levels of individuals and organizations across commands and career fields.

3. It is possible to compare competency requirements with the military and the private sector.

4. Occupational competency needs and which competencies are unique to particular jobs are identified.[45]

D.   MAJOR COMPONENTS OF OTHER OFFICER COMMUNITIES

As the United States Navy continues to transform under the concept of skills capture and Sea Power 21, many officer communities are changing to meet the needs of tomorrow's Navy. Each Navy officer community must prepare for strategic transformation so that the Navy will be ready for the future. Chaplains, Navy Environmental Health

---

[44] Department of the Navy, Office of the Deputy Assistant Secretary of the Navy for Civilian Human Resource website: http://www.donhr.navy.mil.

[45] Ibid.

Officers, and Department of Defense Information Operations officers are just a few of the communities preparing for the future.

1.   U.S. Navy Chaplain Corps

The U.S. Navy Chaplain Corps has implemented Sea Chaplaincy (SC-21).[46]   This is a new set of program and policy initiatives that serve as the architecture for strategic transformation.[47]   This program is designed to lead the Chaplain Corps into the future and provide religious ministry to the Navy and Marine Corps.[48]

The Chief of Chaplains as community leader heads the implementation of SC-21. The Chaplain Corps will transform from a *shore-centric* cadre of religious leaders to an *operational-centric[49]* focus under SC-21. The purpose is to support Sailors and Marines who are engaged in war fighting efforts in the battle against terrorism. This focus ensures that operational commanders recognize that religious ministry personnel are "mission essential."[50] Ministry delivery models are to be introduced to allow the Chaplain Corps to respond to ministry needs of Expeditionary Strike Groups, Carrier Strike Groups, and Surface Strike Groups. The models ensure the flexibility to respond to operational needs across traditional command lines.[51]

---

[46] United States Navy Chaplain Corps, *Sea Chaplaincy 21*, "Producing Spiritually Fit Sea Warriors", 1.

[47] Ibid., 2.

[48] Ibid., 2.

[49] Ibid., 3.

[50] Ibid., 3.

[51] United States Navy Chaplain Corps, *Sea Chaplaincy 21*, "Producing Spiritually Fit Sea Warriors", 3.

The Chaplain Corps is also in the process of creating ministry templates, which will enable its officers to excel in institutional ministry no matter where they are assigned.   These guides will standardize ministry across the battle space.   This effort has an added benefit of demanding that Chaplains demonstrate value-added to the Navy.[52]   Chaplains must be able to quantify their value through ministry metrics in the same language and systems used by line and staff officers.   The Chaplain Corps has included the total force concept by leveraging assets available in the reserve component.[53]

The Chaplain Corps emphasizes professional development, career development, and the utilization of Religious Program Specialists.   Training and education is critical for the Chaplain Corps in professional development.   Career paths for chaplains are inexplicability tied to the billet structure and their professional development plan.   Chaplains follow a career path that is fulfilling to their institutional responsibilities.[54]

As with the other officer communities, the Chaplain Corps has not yet fully transformed itself and achieved the SC-21 vision, but it is well on its way to making the Chaplain Corps essential in today's Navy.[55]   Those components currently adopted consist of ethics and sea chaplaincy, future chaplain and Religious Program

---

[52] United States Navy Chaplain Corps, *Sea Chaplaincy 21*, "Producing Spiritually Fit Sea Warriors", 3.

[53] Ibid.

[54] Ibid., 4.

[55] Ibid., 4.

Specialist detailing, recruiting, new billet proposals, and the doctor of military ministry program.

2. Navy Environmental Health officers

Navy Environmental Health officers, a subset of the Medical Service Corps, are evolving rapidly in both scope and complexity in a rapidly expanding field.[56] The Navy Environmental Health Community requires an even wider array of specific knowledge, skills, and practical applications that encompass both technical and tactical capabilities at various operational levels.[57]

Key attributes that military health professionals must possess to support the mission of joint force health protection are assessment, management, leadership, and risk communication.[58] Strategy and vision require an examination of the current Force Health Protection doctrine, operational requirements, training, and education.[59] Objectives of the environmental health community are to continuously identify training requirements, capabilities, and skill sets required by environmental health professionals. This is in place to best support future joint military operations and to develop, implement, and measure Navy Environmental Health Board (NEHB) plans. The competencies include:

1. Timely delivery of robust Force Health Protection that is fully integrated, modular, scaleable, agile, and interoperable.

---

[56] United States Navy, Navy Environmental Health Board, *Navy Environmental Health Officer Core Competency Initiative*, Portsmouth, Virginia, March 2005, 4.

[57] Ibid.

[58] Ibid., 5.

[59] Ibid., 6.

2. Training, education, and professional development that focuses on readiness optimization, integration, alignment, and leadership.

3. Preventive medicine capabilities designed to meet all requirements across the full range of working and operational environments.[60]

For Environmental Health officers, the Navy's minimum entry-level education requirement is a master's degree in public health, environmental health, or related field from an accredited university.[61] The NEHB has identified specific competencies that are required of all environmental health professionals. These competencies are (a) food safety, (b) potable water/waste water, (c) epidemiology, (d) public health sanitation, (e) risk assessment, (f) communication and management, (g) operational risk management for the deployed setting, (h) environmental health site assessment, (i) communicable diseases control, (j) public health administration, (k) disaster planning and response, and (l) medical entomology.[62] The NEHB also has identified traits and characteristics that are considered key attributes for an effective environmental health professional.[63]

A proficient health professional is one who possesses all competencies, traits, and characteristics needed to assess, develop, implement, deliver, and measure outcomes.[64]

---

[60] United States Navy, Navy Environmental Health Board, *Navy Environmental Health Officer Core Competency Initiative*, Portsmouth, Virginia, March 2005, 6.

[61] Ibid., 7.

[62] Ibid., 8.

[63] Ibid., 8.

[64] United States Navy, Navy Environmental Health Board, *Navy Environmental Health Officer Core Competency Initiative*, Portsmouth, Virginia, March 2005, 8.

26

The outcomes are (a) force health protection, (b) integration and joint interoperability, (c) alignment, and (d) leadership.[65]

3. Information Operations (IO)

The Department of Defense has made a commitment to make information operations (IO) an essential military competency.[66] *Defense Planning Guidance* for fiscal years 2004-2009 directs that a roadmap be developed for making IO an essential military competency. This competency will be integrated into deliberate and crisis action planning and capable of being executed as part of supported and supporting operations.[67] Christopher Lamb reports that policies and procedures are required to become a core competency including to:

1. Define IO, provide a common understanding of its functions, and clarify authorities and boundaries for execution.
2. Delegate maximum authority to commanders to plan and execute integrated operations."[68]

There are three related and mutually supporting IO functions. They are to (a) deter, discourage, dissuade, and direct an enemy; (b) protect their plans and misdirect the enemy's; and (c) control adversarial communications and

---

[65] United States Navy, Navy Environmental Health Board, *Navy Environmental Health Officer Core Competency Initiative*, Portsmouth, Virginia, March 2005, 9.

[66] Christopher J. Lamb, "Information Operations as a Core Competency," *Joint Force Quarterly*, Issue 36, Washington DC, December 2004. 89.

[67] Ibid.

[68] Ibid.

networks and protect their own.[69]   When properly integrated, all three IO functions are mutually supporting and directly impact the enemy's ability to conduct coherent operations.[70] Information operations narrowed their scope to five core capabilities.   They are (a) electronic warfare (EW), (b) psychological operations (PSYOP), (c) operations security (OPSEC), (d) military deception, and (e) computer network operations (CNO).[71]

E.   SUMMARY

This chapter discusses the current Navy human resource career field including the transition process to become an HR officer.   This includes a discussion of the typical career path of an HR officer and the qualifications and certifications HR officers are encouraged to complete. Also discussed are the different modules of the *SHRM Learning System^TM* which identifies established areas of certification for human resource professionals.   The competencies required of HR professionals working in DoD and the Navy are reviewed; specifying types of jobs and tasks human resource professionals perform.   This chapter also discusses components of other officer communities.   It discusses what the communities are doing to focus their competencies and jobs within the Navy.   They focus on what they do for the Navy, how their specific fields focus on growth in their community, and how they assist the Navy.

---

[69]   Christopher J. Lamb, "Information Operations as a Core Competency," *Joint Force Quarterly*, Issue 36, Washington DC, December 2004. 90.

[70] Ibid.

[71] Ibid.

This chapter addresses the relationship of competencies of human resource professionals and HR officers in the Navy. It also shows that other communities in the Navy are using their resources and establishing competencies for their specialty in the Navy. Other communities are indicating what their jobs are and how they contribute to the Navy. The Navy HR community is using its resources to establish the jobs HR officers should be assigned to so as to maximize their contribution to the Navy.

THIS PAGE INTENTIONALLY LEFT BLANK

III. METHODOLOGY

A.   METHODOLOGY

The methodology used in this study seeks to answer two research questions:

1.   How do Navy commercial activity (CA) function codes relate to the human resource (HR) body of knowledge standards as defined by the Society for Human Resource Management (SHRM)?

2.   What are the defined and undefined work activities performed by Navy Human Resource officers?

The method used to address the research questions was established by collecting the Total Force Manpower Management System (TFMMS) commercial activity (CA) function codes for the work activities performed by each HR officer in the Navy (N=661). A list of billets currently filled by HR officers was compared with the TFFMS single, authoritative database for total force manpower requirements, authorizations, and end strength. As such, TFFMS provides storage and retrieval of historic, current, budget, and out-year manpower data as well as access to current manpower data for resource sponsors, claimants, etc.[72]

The 180 CA function codes representing each job an HR officer is assigned was collapsed to 52 because of similarity in work activities. Each CA function code was analyzed individually and individual characteristics received binary factor treatment in each of the six

---

[72] Chief of Naval Operations Instruction 1000.16J, Manual of Navy Total Force Manpower Policies and Procedures, Washington DC, N121, 06 January 1998, 9-1.

principal components of the Society of Human Resource Management (SHRM) body of knowledge, restated here as

1. Strategic Management;

2. Workforce Planning and Employment;

3. Human Resource Development;

4. Compensation and Benefits;

5. Employee and Labor Relations; and

6. Occupational Health, Safety, and Security.

The generated factor matrix was derived using CA function code descriptions and by determining where each CA function code mapped within the six categories of the SHRM body of knowledge.

Each CA function code was qualitatively evaluated and compared to each SHRM category. A value of one (1) was placed where the CA function code and SHRM category were assessed to positively load--that is, it was considered that the CA function code closely mapped with the SHRM knowledge area. A value of one (1) was placed in more than one SHRM factor category if the CA function code loaded to that category. If the CA function code comparison did not load, a zero (0) was attributed to that factor and a value of one (1) was placed in the *Other* category.

The number of CA function codes that loaded to each SHRM category was added into the CA function code's respective group. This procedure produced a count of the number of times each group was represented in each SHRM category. The total number in each CA function code group loaded on a SHRM category was divided by the total number of loads (n=87). The number of HR officers was then

computed for each SHRM category in each group based on the 87 loads. The number of HR officers was divided by the total number of HR officers in each group. The total number of HR officers in each group was then divided by the total number of HR officers (N-661). The results indicated which jobs HR officers are assigned to that have HR related work according to SHRM. The number of HR officers in each group under each section of the SHRM body of knowledge is not equal to the total number of HR officers because some of the CA function codes loaded to more than one SHRM body of knowledge section.

B.   DATA

Each CA function code was qualitatively assessed and binarily loaded to each SHRM functional area. Navy functions are gathered into two principal categories. Those categories are (a) Infrastructure and (b) Forces and Direct Support.[73] The Infrastructure category includes 13 functional groups and the Forces and Direct Support category includes four functional groups.[74] Table 8 provides a list of the CA function codes groups.

---

[73] Department of the Navy, Office of the Chief of Naval Operations letter, Enclosure (2), 1.

[74] Ibid.

Table 8.   Fiscal year 2004 Navy IG&CA inventory function
codes by groups

Infrastructure	
Group 1	Force management and general support
Group 2	Communications, computing, and other information services
Group 3	Science and technology (S&T) and research and development (R&D) management and support
Group 4	Systems acquisition, test and evaluation, engineering, and contracting
Group 5	Logistics
Group 6	Products manufactured or fabricated
Group 7	Plant operation and maintenance
Group 8	Environmental security and natural resource services
Group 9	Construction
Group 10	Civil works
Group 11	Personnel and social services
Group 12	Education and training
Group 13	Health services

Forces and Direct Support	
Group 14	Command and intelligence
Group 15	Expeditionary force defense--operating forces
Group 16	Homeland defense--operating forces
Group 17	Space defense--operating forces

From Ref. Department of the Navy, Office of the Chief of Naval
Operations letter, "FY2004 Navy Inherently Governmental and Commercial
Activity (IG&CA) Inventory." Director, Total Force Programming and
Manpower Division (N12), Washington DC, 30 September 2004

Each function includes an alphanumeric code, title,
and definition describing the type of work performed.[75]
Appendix A describes the CA function codes for billets HR
officers are assigned. Coding is based on the type of work
that is performed and not where the work is performed.[76] CA
function codes are submitted annually to Department of

---

[75] Department of the Navy, Office of the Chief of Naval Operations
letter, Enclosure (2), 1.

[76] Ibid.

Defense (DoD) in compliance with the Office of Management
and Budget (OMB) Circular A-76 and the Federal Activities
Inventory Reform (FAIR) Act.[77]

---

[77] Department of the Navy, Office of the Chief of Naval Operations
letter, Enclosure (2), 1.

THIS PAGE INTENTIONALLY LEFT BLANK

IV. FINDINGS

A. INTRODUCTION

This chapter identifies the work HR officers are assigned to as defined by Total Force Manpower Management System (TFFMS) commercial activity (CA) function codes as factor loaded to HR activities identified in the SHRM body of knowledge. Appendix B shows the relationship between each HR officer's (N=661) billet CA function code (n=52) and the corresponding SHRM body of knowledge areas.

B. FINDINGS

The number of HR officers in each group under each section of the SHRM body of knowledge is not equal to the total number of HR officers because some of the CA function codes loaded to more than one SHRM body of knowledge section.

There were a total of 87 instances of work activity from the CA function codes compared to the SHRM body of knowledge. Based on binary factor loading of the 52 CA function codes HR officers are assigned to within the SHRM body of knowledge areas, work activity in 22 of 87 (25%) instances were loaded into strategic management, the most of the six SHRM knowledge areas. Both Workforce Planning and Employment and the category labeled *Other* work activities loaded 18 of 87 (21%) instances. Work activity loaded 15 of 87 (17%) instances in Human Resource Development. Work activity loaded 10 of 87 (11%) instances in Compensation and Benefits. Work activity loaded 3 of 87 (3%) instances in Employee and Labor Relations, and work

activity loaded 1 of 87 (1%) instances in Occupational Health, Safety and Security.

Of all of the groups, Force Management and General Support group (Group 1) factor loaded the most to the SHRM body of knowledge with the Strategic Management group loading eight times, Workforce Planning and Employment loading five times, Human Resource Development loading four times, Compensation and Benefits loading five times, Employee and Labor Relations loading three times, and *Other* category loading four times. Occupational Health, Safety and Security did not load in Group 1.

Communications, Computing, and Other Information Services group (Group 2) compared to the SHRM body of knowledge with Strategic Management and Workforce Planning and Employment each loading two times. Human Resource Development and Compensation and Benefits each loaded one time. Employee and Labor Relations, Occupational Health, Safety and Security, and *Other* did not load in Group 2.

Science and Technology (S&T) and Research and Development (R&D) Management and Support group (Group 3) loaded to the *Other* category one time. There were no other comparisons with the SHRM body of knowledge in Group 3.

Systems Acquisition, Test and Evaluation, Engineering, and Contracting group (Group 4) compared to the SHRM body of knowledge with Strategic Management and *Other* category each loading two times. Workforce Planning and Employment, Human Resource Development, and Compensation and Benefits each loaded one time. Employee and Labor Relations, and Occupational Health, Safety and Security did not load in Group 4.

38

Logistics group (Group 5) compared to the SHRM body of knowledge with Human Resource Development and *Other* category each loading two times. There were no other comparisons with the SHRM body of knowledge in Group 5.

Plant Operation and Maintenance group (Group 7) compared to the SHRM body of knowledge with Strategic Management loading three times. Workforce Planning and Employment, Human Resource Development, and *Other* category were each loaded one time in Group 7.

Environmental Security and Natural Resource Services group (Group 8) compared to the SHRM body of knowledge with Occupational Health, Safety and Security loading one time. There were no other comparisons with the SHRM body of knowledge in Group 8.

Construction group (Group 9) compared to the SHRM body of knowledge with Strategic Management and Workforce Planning and Employment each loading two times. There were no other comparisons with the SHRM body of knowledge in Group 9.

Personnel and Social Services group (Group 11) compared to the SHRM body of knowledge with Workforce Planning and Employment and Human Resource Development each loading four times. Strategic Management and Compensation and Benefits each loaded two times. The *Other* category loaded one time in Group 11.

Education and Training group (Group 12) loaded into the *Other* category five times. The SHRM body of knowledge with Strategic Management and Workforce Planning and Employment each loaded two times. Human Resource Development loaded one time in Group 12.

Command and Intelligence group (Group 14) compared to the SHRM body of knowledge with Strategic Management, Workforce Planning and Employment, Human Resource Development, Compensation and Benefits, and the *Other* category each loaded one time in Group 14.

Expeditionary Force Defense--Operating Forces group (Group 15) loaded to the *Other* category one time. There were no other comparisons to the SHRM body of knowledge in group 15.

Table 9 shows the number of times each CA function codes groups loaded to the SHRM body of knowledge.

Table 9.   CA function code groups loaded to the SHRM body of knowledge (n=87)

	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety & Security	Other	Total
Group 1	8	5	4	5	3		4	29
Group 2	2	2	1	1				6
Group 3							1	1
Group 4	2	1	1	1			2	7
Group 5			2				2	4
Group 7	3	1	1				1	6
Group 8						1		1
Group 9	2	2						4
Group 11	2	4	4	2			1	13
Group 12	2	2	1				5	10
Group 14	1	1	1	1			1	5
Group 15							1	1
Total	22	18	15	10	3	1	18	87

The number of HR officers in each group under each section of the SHRM body of knowledge is not equal to the total number of HR officers because some of the CA function codes loaded to more than one SHRM body of knowledge section. There were a total of 87 instances of work activity from the CA function codes compared to the SHRM body of knowledge.

Based on binary factor loading of the 52 CA function codes HR officers are assigned to within the six areas of the SHRM body of knowledge areas, 73 of 95 (77%) HR officers in Force Management and General Support group (Group 1) compared to Strategic Management of the SHRM body of knowledge. Workforce Planning and Employment had 56 of 95 (59%) HR officers, Human Resource Development had 36 of 95 (38%) HR officers, Compensation and Benefits had 54 of 95 (57%) HR officers, Employee and Labor Relations SHRM body of knowledge had 6 of 95 (6%), and the *Other* category had 15 of 95 (16%) HR officers compared to CA function code Group 1.

Communications, Computing, and Other Information Services group (Group 2) had 2 of 3 (67%) HR officers compared to Strategic Management SHRM body of knowledge. Workforce Planning and Employment had 2 of 3 (67%) HR officers, Human Resource Development and Compensation and Benefits SHRM body of knowledge each had 1 of 3 (33%) HR officer compared to CA function code Group 2.

Science and Technology (S&T) and Research and Development (R&D) Management Support group (Group 3) had 2 of 2 (100%) HR officers compared to the *Other* category.

Systems Acquisition, Test and Evaluation, Engineering, and Contracting group (Group 4) had 3 of 94 (3%) HR officers compared to Strategic Management SRHM body of knowledge. Workforce Planning and Employment had 1 of 94 (1%) HR officers, Human Resource Development and Compensation and Benefits SHRM body of knowledge each had 2 of 94 (2%) HR officers, and the *Other* category had 91 of 94 (97%) HR officers compared to CA function code Group 4.

42

Logistics group (Group 5) had 2 of 5 (40%) HR officers compared to Human Resource Development SHRM body of knowledge. The *Other* category had 3 of 5 (60%) HR officers compared to CA function code Group 5.

Plant Operation and Maintenance group (Group 7) had 26 of 27 (96%) HR officers compared to Strategic Management SHRM body of knowledge. Workforce Planning and Employment and Human Resource Development SHRM body of knowledge each had 2 of 27 (7%) HR officers, and the *Other* category had 1 of 27 (4%) HR officers compared to CA function code Group 7.

Environmental Security and Natural Resource Services group (Group 8) had 1 of 1 (100%) HR officer compared to Occupational Health, Safety, and Security SHRM body of knowledge. There were no other comparisons in Group 8.

Construction group (Group 9) had 2 of 2 (100%) HR officers compared to Strategic Management and Workforce Planning and Employment SHRM body of knowledge. There were no other comparisons in Group 8.

Personnel and Social Services group (Group 11) had 69 of 188 (37%) HR officers compared to Strategic Management SHRM body of knowledge. Workforce Planning and Employment had 182 of 188 (97%) HR officers, Human Resource Development had 186 of 188 (99%) HR officers, Compensation and Benefits SHRM body of knowledge had 69 of 188 (37%) HR officers, and the *Other* category had 149 of 188 (79%) HR officers compared to CA function code Group 11.

Education and Training group (Group 12) had 61 of 223 (27%) HR officers compared to Strategic Management SHRM body of knowledge. Workforce Planning and Employment had

28 of 223 (13%) HR officers, Human Resource Development SHRM body of knowledge had 15 of 223 (7%) HR officers, and the *Other* category had 149 of 223 (67%) HR officers compared to CA function code Group 12.

Command and Intelligence group (Group 14) had 1 of 1 (100%) HR officer compared to Strategic Management, Workforce Planning and Employment, Human Resource Development, Compensation and Benefits SHRM body of knowledge, and the *Other* category.

Expeditionary Force Defense – Operating Forces group (Group 15) had 19 of 19 (100%) HR officers compared to the *Other* category.

Of the 661 HR officers in the TFFMS dataset, 223 of 661 (34%) are filling Education and Training (Group 12) positions categorized by the CA function codes. Human Resource officers are filling 188 of 661 (28%) Personnel and Social Services group (Group 11) positions categorized by the CA function codes. The next two most utilized categories HR officers are filling are in Force Management and General Support (Group 1) with 95 of 661 (14%) HR officers and Systems Acquisition, Test and Evaluation, Engineering, and Contracting group (Group 4) positions with 94 of 661 (14%) HR officers that are categorized by the CA function codes. Human Resource officers are filling Plant Operation and Maintenance group positions (Group 7) with 27 of 661 (4%) HR officers that are categorized by the CA function codes. Human Resource officers are filling Expeditionary Force Defense-Operating Forces group positions (Group 15) with 19 661 (3%) HR officers that are categorized by the CA function codes. The remaining six CA

function code groups have less than 5 out of 661 (less than 1%) HR officers assigned to them.

Table 10 shows the number of HR officers in each group compared to the SHRM body of knowledge. The number of HR officers in each group under each section of the SHRM body of knowledge is not equal to the total number of HR officers because some of the CA function codes loaded to more than one SHRM body of knowledge section.

Table 10.   Number of HR officers (N=661) in each CA function code group compared to SHRM body of knowledge.

	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety & Security	Other	Total # of HR officers
Group 1	73	56	36	54	6		15	95
Group 2	2	2	1	1				3
Group 3							2	2
Group 4	3	1	2	2			91	94
Group 5			2				3	5
Group 7	26	2	2				1	27
Group 8						1		1
Group 9	2	2						2
Group 11	69	182	186	69			1	188
Group 12	61	28	15				149	223
Group 14	1	1	1	1			1	2
Group 15							19	19
Total	237	274	245	127	6	1	282	661

Note: The number of HR officers in each group under each section of the SHRM body of knowledge is not equal to the total number of HR officers because some of the CA function codes loaded to more than one SHRM body of knowledge section.

V. CONCLUSIONS AND RECOMMENDATIONS

A. CONCLUSIONS

This study brings to light several observations that enable conclusions to be drawn, which then leads to potentially useful recommendations. First, this study shows that 57% (n=379) of HR officers are performing work activities that factor load to SHRM body of knowledge areas when compared with CA function codes. It should be noted that many assignments that HR officers are assigned to have relevance to more than one SHRM body of knowledge area when compared to the CA function codes.

A total of 282 of 661 (43%) U.S. Navy HR officers are not working in HR related fields. Of those, 149 (23%) are in the Education and Training function group.

This study demonstrates that 43% (n=282) of HR officers are serving in jobs that are not related to the SHRM body of knowledge. This information is important to the HR community because it indicates that almost half of its officers are doing work that is not HR related. It follows then that the HR community is not utilizing its resources to its full potential. Two percent (n=15) of HR officers work in Force Management and General Support. Less than 1% (n=2) of HR officers work in Science and Technology and Research and Development Management and Support. Fourteen percent (n=91) of HR officers work in Systems Acquisition, Test and Evaluation, Engineering, and Contracting. Less than 1% of HR officers work in Logistics (n=3), Plant Operation and Maintenance (n=1), Personnel and Social Services (n=1), and Command and Intelligence (n=1). Twenty-three percent (n=149) of HR officers work in

47

Education and Training.   Three percent (n=19) of the HR officers work for Expeditionary Force Defense--Operating Forces.

HR officers are assigned to jobs that have a wide range of diversity as witnessed in the corresponding CA function codes. There are 34% (n=223) of HR officers assigned to Education and Training work activities.   A total of 23% (n=149) of these HR officers had the highest percentage of non-related work according to the SHRM body of knowledge.   HR officers work in Personnel and Social Services 67% (n=182) of the time compared to Workforce Planning and Employment and Human Resource Development. Based on a comparison between the CA function codes HR officers are assigned to and the SHRM body of knowledge, Strategic Management is performed most often at 42% (n=237).   Workforce Planning & Employment is next with 35% (n=274).   And Human Resource Development is the next highest with 29% (n=245) of the work.

The CA function codes representing the Force Management and General Support group and the Systems Acquisition, Test and Evaluation, Engineering, and Contracting groups have (n=95) and (n=94) HR officers respectively working in those jobs.   Both of these show a 50% comparison to Strategic Management SHRM body of work. Force Management is compared to Workforce Planning and Employment, Human Resource Development, and Compensation and Benefits SHRM body of knowledge each at 25%.

Human Resource officers that are not working in HR related fields, according to the SHRM body of work, is 43% (n=282) when compared to the CA function codes.   Of those, 23% (n=149) are receiving education and training.   The

Human Resource Community is losing 20% (n=133) of its available talent to other jobs outside of HR related work as mapped to the SHRM body of knowledge. Human Resource officers are being assigned to jobs that are HR related only 57% of the time. The HR community is not using HR officers to their full potential because they are being assigned to work outside of the HR career field.

This study shows that the current HR community billet base may be misaligned. It also shows that the Human Resource community should not use SPHR/PHR certifications as a career milestone event. A comparison of CA function codes to the SHRM body of knowledge shows that 237 of 661 (36%) HR officers work in Strategic Management, 274 of 661 (41%) HR officers work in Workforce Planning and Employment, and 245 of 661 (37%) HR officers work in Human Resource Development SHRM body of knowledge areas. This information shows that approximately 38% of HR officers work in the Strategic Management, Workforce Planning and Development and Human Resource Development SHRM body of knowledge areas.

The comparison of the CA function codes to the SHRM body of knowledge also shows that 127 of 661 (19%) HR officers work in the Compensation and Benefits SHRM body of knowledge area. Employee and Labor Relations and Occupational Health, Safety and Security SHRM body of knowledge areas each have less then one percent HR officers working in these categories. Based from this study, the Human Resource community should focus on developing an HR officer curriculum aimed at Strategic Management, Workforce Planning and Employment, and Human Resource Development.

B. RECOMMENDATIONS

Based on the results of this study, it appears that the HR community has assigned 133 of 661 (20%) of its officers to jobs outside of HR related fields.

There are many HR officers who are in transit from or to a training assignment and as such, are reported in training related billets while assigned to the Individual Account (IA). This procedure falsely indicates that these officers are performing training related duties when, in fact, they are not. Of 661 HR officers, it appears that 149 are performing duties that are only tangentially associated with the SHRM body of knowledge. This condition is beyond the scope of this study and it is recommended that further research be undertaken to identify jobs or training where HR officers are not performing activities prescribed in the SHRM body of knowledge.

It is recommended that HR officers be assigned to billets that are central to HR related activities as defined in the SHRM body of knowledge in particular, Strategic Management, Workforce Planning and Employment, and Human Resource Development. However, further study is required to evaluate the extent to which that work is required of HR officers or some other community.

It is recommended that a follow-up study examine the actual financial costs to the Navy resulting from the mis-assignment of HR officers. A follow-up study is needed to identify HR billets that are either undermanned and/or unfilled while HR officers are assigned to jobs outside the HR field. It is also recommended that a study similar to this be undertaken for other officer communities to identify where manpower may be mis-assigned. Action should

be taken to get those officers in areas outside their career fields to assignments within their fields.

This study highlights that problems exists in officer distribution as shown by a high percentage of HR officers assigned to non-HR related work assignments. If additional study shows this same type of mis-assignment problem is occurring in other officer communities, then a zero-based review of officer assignment policies may be in order to correct the officer distribution posture Navy-wide.

It is recommended the Human Resource community continue with follow-up research in determining and developing a training curriculum for the 12XX community based on the work HR officers are actually doing in the Navy. The modules from the SHRM body of knowledge which pertain to work HR officers are actually doing should be used as a base to determine a training curriculum. It is also recommended that research be undertaken to empirically anchor competencies applicable to HR officers and the Human Resource officer community.

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX A. CA FUNCTION CODES FOR HR OFFICERS

A630 Management and Support to Test and Evaluation. This function includes all efforts not reported elsewhere directed toward management and support of test and evaluation operations. This includes management of test and evaluation laboratories and facilities and other test and evaluation support to include target development; general test instrumentation; and, operation of test ranges. This excludes maintenance of test aircraft, ships, and other equipment coded with the applicable J and K codes and maintenance of test ranges coded Z993. This function also excludes severable support covered by other function codes (e.g., custodial services coded S410, building management coded S210, and engineering coded F520). [This is part of RDT&E.]

A699 Other Test and Evaluation Activities. This function includes test and evaluation activities not covered by other function codes. This includes acceptance testing and evaluation of supplies and materials (e.g., oil and fuel) to ensure products meet minimum requirements of applicable specifications, standards, and similar technical criteria.

B810 Management Headquarters—Military Personnel. This function includes oversight, direction, and control of subordinate military personnel offices (e.g., military personnel field operating agencies and recruitment centers). The headquarters military personnel management function is typically performed by the OSD, the Joint Staff, Military Department headquarters down to and including the headquarters of all major commands, and other management headquarters activities as defined in DoDD 5100.73. Management headquarters military personnel operations typically include developing and issuing military personnel policies (e.g., compensation, retention and accession policy) and providing policy guidance; reviewing and evaluating program performance (e.g., officer and enlisted personnel management and recruiting and

examining programs); and conducting mid- and long-range planning.

B820   <u>Military Recruiting and Examining Operations.</u> This function includes operations typically performed by field recruiting centers (e.g., recruiting commands, stations, and offices) and examining activities (e.g., Armed Forces Examination and Entrance Stations, Armed Forces Central Test Scoring Agency, Defense Medical Review Board, U.S. Army Reception Centers, and USAF Personnel Processing Groups/Squadrons). This includes recruiting efforts for all active and reserve military (e.g., officer and enlisted special operations recruiting, high school testing programs, ROTC referral programs) and advertising for the procurement or retention of military personnel. It also includes administering physical, mental, and vocational aptitude examinations and performing evaluations of administrative, medical, mental, and moral suitability for military service.

B830   <u>Military Personnel Operations.</u> This function includes operations typically performed by military personnel offices or field operating agencies (FOAs). Military personnel operations typically include distribution and assignment of military personnel; professional development; promotions; compensation; entitlements; awards and decorations; retention; and separations. This may also include acting as the functional proponent for the military personnel management system; management of the military occupational classification and structure; execution of the officer and enlisted evaluation system; management of overseas and sea-to-shore rotation; and, implementation of various personnel management programs in support of legislative requirements. In addition, this includes maintenance and processing of personnel records and requests; separations; personnel support to family members and retired military personnel; and, personnel management support (e.g., developing and maintaining strength data).

B920   <u>Personnel Social Action Program Operations.</u> This function includes operations performed by civilian Equal Employment Opportunity, military Equal Opportunity, Affirmative Employment, and other personnel social action program offices and centers. This includes program operations necessary for implementation and monitoring of program activities.

C110   Management   Headquarters—Financial   Management.
This function includes the oversight, direction, and
control of subordinate financial management organizations.
This function is typically performed by the OSD; the Joint
Staff; Defense Finance and Accounting Service (DFAS)
headquarters (including DFAS Centers' and Operating
Locations activities that report directly to the
headquarters); the management headquarters of other Defense
Agencies and Field Activities; Combatant Headquarters;
Military Department management headquarters; and other
management headquarters activities identified in DoDD
5100.73.   This includes conducting mid- and long-range
planning, programming, and budgeting; developing and
issuing policies; providing policy guidance; reviewing,
analyzing, and evaluating program performance; and,
allocating and distributing resources.

C400   Budget Support.   This function includes budget
formulation,   justification,   and   analysis   activities
involved in the Budget Estimates Submission (BES), Program
Budget Decisions (PBD), and Defense Budget.   It also
includes budget execution, distribution of funds,
certification of funds, monitoring of budget execution, and
reporting on the status of funds.

E220   Safety.   This function includes safety and
occupational health (SOH) associated with the efforts
designed to prevent accidental loss of human and material
resources and protect the environment from the potentially
damaging effects of DoD mishaps.   This includes efforts to
protect personnel from safety and health risks; hazard
investigations; and, worksite inspections, assessments
(e.g. risk analysis, SOH self-assessments**)**, reviews and
illness and injury trend analyses.   This excludes
occupational health services coded E225.
> **E220E   SOH   Program   Oversight   and   Management:** This
function establishes and manages the of overall command,
regional or activity safety program.   This function
requires discretion in the interpretation and application
of policy to site and command specific operations and
conditions.   Liaison and negotiation with higher echelons
and other Agencies are required to establish program
priorities and resource requirements.   Fiduciary and
contractual execution authority is required.   Functions are

generally performed by "safety manager"/"assistant safety manager" positions.

F160 **Systems Acquisition—Other Program Support.** This function includes support provided to Program Managers by Integrated Product Teams (IPTs), Working-Level Integrated Product Teams (WIPTs), or other functional experts or teams as part of the Integrated Product Process Development (IPPD) of the defense acquisition system. This includes product assurance, financial and economic analysis, industrial capabilities assessments, technical integration efforts and technical information activities performed outside the Program Office (e.g., Joint Computer-Aided Acquisition and Logistics support (JCALS)), Human Systems Integration reviews, cost estimates, and other actions and reviews performed by functional experts as part of the systems acquisition process. This excludes research and development coded R110-R999 and F150, test and evaluation operations coded A620, systems requirements definition and validation coded Y215, foreign military sale operations coded Y315, and engineering support coded F520.

F320 **Contract Administration and Operations.** This function includes:

- Procurement of automated information systems, weapon systems, support systems (to include training devices and simulators), supplies, services, and construction. This includes the determination of competitive or non-competitive procurement strategies; the issuance of solicitations and analysis of responses to them; oversight of source selections, negotiations, and the award and termination of contracts; preparation of contract modifications; processing of protests; retained administrative responsibilities; and, operational policy implementation.

- Post award administration of contracts. This includes post award orientation conferences; oversight of contractor performance to assure compliance with contract and subcontract requirements, terms, and conditions; issuance of contract amendments (to include terminal notices for default, and settlement, and convenience termination); processing claims against the government; issuance of task orders; tracking progress payments; contract close-outs; and, monitoring property administration.

56

G050 **Management Headquarters—Community and Family Services.** This function includes oversight and direction of Family Service Programs, Child Care and Youth Programs, Morale, Welfare, and Recreation (MWR) programs, and related non-appropriated fund instrumentalities (NAFIs). As part of the management headquarters, centrally managed MWR functions are provided that either support Service-level NAFIs, or provide consolidated support for field activities. (For example, the Military Services manage central non-appropriated fund (NAF) contract services for field activities, central investment of NAFs, centrally managed insurance and human resource programs for NAFs, and centrally managed information technology functions. Most of the personnel involved in these central functions are paid by NAFs.)

I110 **Management Headquarters—Audit.** This function includes the management of audit programs and/or the oversight, direction, and control of subordinate audit organizations through developing and issuing policies; providing policy guidance; reviewing, analyzing, and evaluating program performance; conducting audits planning, programming, and budgeting; and/or allocating and distributing resources. This function is performed by the Office of the IG, DoD; Military Department headquarters down to and including the headquarters of all major commands and their equivalent; headquarters of operational military forces down to and including the headquarters of Combatant Commands; headquarters elements of Defense Agencies and Field Activities; and other management headquarters identified in DoDD 5100.73.

I999 **Other Audit and Investigative Activities.** This function includes audit and investigative activities not covered by other function codes.

J410 **Organizational and Intermediate Repair and Maintenance Management.** This function includes overseeing, directing, and controlling organizational or intermediate level repair and maintenance of military material from non-deployable units, offices, and centers. This includes reviewing and evaluating performance of subordinate activities engaged in repair and maintenance operations listed below.

K410   Depot Management.   This function includes overseeing, directing, and controlling depot level repair and maintenance of military material within fixed (non-deployable) depots.   Depot management includes reviewing and evaluating performance of subordinate activities engaged in depot repair and maintenance operations listed below.

M199   Other Operational Command and Control Activities. This function includes operational command and control activities not addressed by one of the other function codes and not in the operating forces.

M301   Management Headquarters—Intelligence.   This function includes senior intelligence leadership and their immediate staffs who exercise oversight, direction, and control of subordinate organizations or units through developing and issuing guidance; reviewing and evaluating program performance; allocating and distributing resources; and conducting mid- and long-range planning, programming, and budgeting.

M410   Expeditionary Force Operations.   This includes operating forces designed primarily for operations outside the U.S.   This includes strike, air control, sea control, ground combat, and mobility forces.

R120   Science and Technology (S&T).   This function includes the science and technology portion of research and development to include all basic and applied research, and advanced technology development.   [This is part of RDT&E.] It does not include program management of systems acquisition coded F120 or systems acquisition demonstration and development coded F150.   This function includes engineering support that is an inherent part of the science and technology process, but excludes recurring severable engineering operations (coded F520) that are performed in direct support of science and technology.   Maintenance of military materiel at research and development facilities is coded with the applicable J and K codes.

- Basic Research.   This includes all efforts of scientific study and experimentation directed toward increasing knowledge and understanding in those fields of the physical, engineering, environmental, and life sciences related to long-term national security needs. It provides farsighted, high payoff research,

including critical enabling technologies that provide the basis for technological progress. It forms a part of the base for (a) subsequent exploratory and advanced developments in Defense-related technologies, and (b) new and improved military functional capabilities in areas such as communications, detection, tracking, surveillance, propulsion, mobility, guidance and control, navigation, energy conversion, materials and structures, and personnel support.

- Applied Research. Applied Research translates promising basic research into solutions for broadly defined military needs, short of major development programs, with a view toward developing and evaluating technical feasibility. This type of effort may vary from fairly fundamental applied research to sophisticated breadboard hardware, study, programming, and planning efforts that establish the initial feasibility and practicality of proposed solutions to technological challenges. It includes studies, investigations, and technology development efforts. The dominant characteristic of this category of effort is that it be pointed toward identified military needs with a view toward developing and evaluating the feasibility and practicability of proposed solutions and determining their parameters. These efforts may vary from test-bed components to sophisticated breadboard subsystems that establish the initial feasibility and practicality of proposed solutions or technologies.

- Advanced Technology Development. This includes all efforts that have moved into the development and integration of hardware and other technology products for field experiments and tests. The results of this type of effort are proof of technological feasibility and assessment of operability and producibility that could lead to the development of hardware for service use. It also includes advanced technology demonstrations that help expedite technology transition from the laboratory to operational use. These efforts demonstrate the performance payoff, increased logistics capabilities, or cost reduction potential of militarily relevant technology. Projects in this category have a direct relevance to identified military needs.

S100   Management Headquarters—Installations.   This
function includes oversight, direction, and control of
subordinate organizations through developing and issuing
policies; providing policy guidance; reviewing, analyzing,
and evaluating program performance; and conducting mid- and
long-range planning.   This function is typically performed
by the OSD, the Joint Staff; the management headquarters of
Defense Agencies and Field Activities; Combatant
Headquarters; Military Department management headquarters;
and other management headquarters as defined in DoDD
5100.73.

S200   Installation, Base, or Facility Management.
This function includes oversight, administration, and
control of subordinate activities at an installation, base,
or other DoD facility to include oversight of services
provided to tenants.   This function involves the management
of support activities from more than one functional group
(to include management of multifunction contracts).   It
also includes emergency planning not addressed by Y220.
This function is typically performed by installation, base,
and facility commanders and directors and that part of
their support staff that perform management functions not
addressed by other function codes.

S310   Housing Management.   This function includes
planning programming, and funding for minor construction,
maintenance, and repair of government housing and
associated grounds and surfaced areas; the administration
(to include leasing) and operation of DoD housing
facilities; and the administration (to include contract
administration) of housing services.   This excludes the
actual repair and maintenance of buildings, grounds and
surfaced areas coded Z991-Z999.   Housing management
includes the administration and operation of bachelor
quarters, family housing, and Unaccompanied Personnel
Housing (UPH) to include UPH leased by the Government from
private owners, Federal Housing Administration (FHA) or
Veteran Affairs (VA) and designated as public quarters.[78]
It excludes operation of reception stations and processing
centers coded B820 and operations of disciplinary barracks
and confinement facilities coded S719.   It includes the

---

[78] Categories of UPH include: unaccompanied officer personnel
quarters, unaccompanied enlisted personnel quarters (troop barracks and
BEQ), unaccompanied civilian personnel dormitories, unaccompanied
visitor personnel quarters, and those unaccompanied personnel guest
houses financed by Operation and Maintenance funds.

moving and handling of unaccompanied personnel housing furnishings and equipment except operations covered by function codes W210-W399. This also excludes storage and supply operations (e.g., requisition, receipt, storage, issuance, and accountability) coded T110. It includes contract management of housing management services addressed below.

> **S310E   Housing Management (Berthing BOQ/BEQ).** This function includes planning programming, and funding for minor construction, maintenance, and repair of government temporary/permanent bachelor housing and associated grounds and surfaced areas; the administration (to include leasing) and operation of DoD temporary/permanent bachelor housing facilities; and the administration (to include contract administration) of temporary/permanent bachelor housing services. This excludes the actual repair and maintenance of buildings, grounds and surfaced areas coded Z991-Z999. Housing management includes the administration and operation of bachelor quarters and Unaccompanied Personnel Housing (UPH) to include UPH leased by the Government from private owners, Federal Housing Administration (FHA) or Veteran Administration (VA) and designated as public quarters.[79] It excludes operation of reception stations and processing centers coded B120 and operations of disciplinary barracks and confinement facilities coded S575. It includes the moving and handling of unaccompanied personnel housing furnishings and equipment except operations covered by function codes W210-W399. This also excludes storage and supply operations (e.g., requisition, receipt, storage, issuance, and accountability) coded T110. It includes contract management of housing management services addressed below.

S719   Confinement Facility Operations. This function includes the administration and operation of facilities that provide for the confinement of casual, pre-trial, and short-term prisoners; and, the temporary confinement of intermediate and long-term prisoners eligible for transfer.

T110 Retail Supply Operations. This function includes supply operations typically performed at an installation, base, or facility to include providing supplies and equipment to all assigned or attached units. This includes all basic supply functions to include the requisition,

receipt, storage, issuance, and accountability of materiel. This includes but is not limited to:

- Supply Operations. Operation of consolidated supply functions to include operation of self-service supply centers, Clothing Initial Issue Points (CIIP), and petroleum, oils and lubricants (POL) resale points.

- Central Issue Facilities (CIF). Operation of Central Issue Facilities for the purpose of providing military personnel required Organizational Clothing and Individual Equipment(OCIE) supplies. This includes necessary alterations performed at the CIF.

- Retail Supply Operations. This includes installation retail supply services to include local warehouse operations, delivery, customer support, inventory management, and unique industrial activity support.

- Materiel Services. Support for the procurement, inventory control, receipt, storage, quality assurance, issue, turn-in, disposition, property accounting and reporting, and other related functions.

- Other Retail Supply Services. Support to product lines (ammunition and end items). This includes supply support for the DoD small arms Serialization Program; Chemical Agent Standard Analytical reference materials; radioactive waste, research and development activities; and, other unique activities that do not contribute to established product lines.

T177 **Food Supply.** This function includes the operation and administration of food preparation and serving facilities at military facilities. It includes operation of central bakeries, pastry kitchens and central meat processing facilities that produce a product. This includes maintenance of equipment (to include dining facility equipment) but excludes maintenance of fixed equipment coded Z992. It also excludes hospital food service operations coded H350.

U001 **Management Headquarters—Military Education and Training.** This function includes overseeing, directing, and controlling education and training programs and/or subordinate education and training establishments (schools, institutions, academies, colleges, and universities). Education and training management functions are typically performed by the OSD, Service management headquarters, the Joint Staff, and Service training commands (e.g., TRADOC,

CNET, AETC, and MCCDC). This includes developing and issuing policies and providing policy guidance; reviewing and evaluating performance; allocating and distributing resources; or conducting mid- and long-range planning. (Generally, this manpower is reported under DoD PE codes 804779 and 805798.)

U050 Military Institutional Education and Training Management. This function includes overseeing, directing, and controlling education and training activities within the institutional education and training facilities, such as schools, centers, academies, colleges, universities, and host/lead Service institutions (e.g. ITRO programs). (Generally, this manpower is reported under DoD PE codes 804775 and 804777.)

U200   Officer-Acquisition   (Pre-Commissioning) Training.* The "Officer-Acquisition Training" category of institutional training, sometimes called "pre-commissioning" training, includes those establishments/institutions that conduct education and training programs designed to commission individuals into the Armed Services.

- Service Academies. (Generally, this manpower is reported under DoD PE code 804721.) This includes training provided at academies (e.g., West Point, Annapolis, and Colorado Springs) and Academy Preparatory Schools.

- Officer Candidate/Training Schools. This includes training provided by Officer Acquisition Training institutions operated by the Army, Navy, Marine Corps, and Air Force that provide a route for qualified enlisted personnel and selected college graduates to become commissioned officers. (Generally, this manpower is reported under DoD PE code 804722.)

- Other Enlisted Commissioning Programs. This includes training provided under the Naval Enlisted Scientific Education Program, Marine Enlisted Commissioning Education Program, Airman Education and Commissioning Program, and Navy Enlisted Commissioning Program. (Generally, this manpower is reported under DoD PE codes 804724 and 804725.)

- Health   Professionals   Acquisition   Programs. (Generally, this manpower is reported under DoD PE

63

code 806723.)   This includes instruction provided under the Health Professionals Acquisition Programs.

- Army, Navy, and Air Force Senior ROTC and AFHPSP (Armed Forces Health Professions Scholarship Program). This includes training that occurs off-campus that is part of the ROTC program.   (Generally, this manpower is reported under DoD PE codes 804723 for ROTC and 806722 for AFHPSP.)

    U300   **Specialized Skill Training.***   This category of institutional training provides personnel with new or higher-level skills in military specialties or functional areas to match specific job requirements. (Generally, this manpower is reported under DoD PE codes 804731-5.) Specialized Skill Training includes the following sub-categories:

- Specialized Skill Training—Enlisted.

- Initial Skill Training. (Sub-category of Specialized Skill training.)   This is formal training in a specific skill leading to the award of a military occupational specialty or rating at the lowest level. Completion qualifies the individual for a position in the job structure.

- Skill Progression Training.   (Sub-category of Specialized Skill Training.) This is formal training that is available to personnel after Initial Skill Training and usually after obtaining some experience working in their specialty to increase job knowledge and proficiency and to qualify for more advanced job duties.

- Specialized Skill Training—Officer.   This includes Initial Skill Training (same description as above) and Skill Progression Training (same description as above).

- Functional Training.   (Sub category of Specialized Skill Training.) This is formal training available to officer and enlisted personnel in various military occupational specialties who require specific, additional skills or qualifications without changing their primary specialty or skill level.

U510   Professional Military Education (PME).* The conduct of instruction at junior, intermediate, and senior military service schools and colleges and enlisted leadership programs. (Generally, this manpower is reported under DoD PE code 804751).

U520   Graduate Education (Fully Funded, Full-Time).* (Generally, this manpower is reported under DoD PE code 804752).

U550   Training Development and Support for Military Education and Training. Training development includes development of training technology and instructional systems (e.g., curriculum development to include plans of instruction, student measurement, and methods and media selection) for military institutional education and training. It also includes scripting courseware for interactive multimedia instruction, computer-based training, and distance learning. Training support includes the operation of simulators or other training devices in direct support of military institutional education and training. This function includes contract management for maintenance of training equipment except maintenance of fixed training simulators coded Z992. Also, library services are coded Y850; building management is coded S210; and custodial services are coded S410. (Generally, training development and support manpower is reported under DoD PE codes 0804771, 0804772, 805790, and 805890.)

U599   Other Military Education and Training Activities. This function includes military education and training activities not covered by other function codes. Training provided by training instructors assigned to units under the operating commands (e.g., Troop Schools, Fleet Readiness Squadrons, and post-graduate flying training) is coded using the "M—Forces and Direct Support" codes.

W100 Management Headquarters—Communications, Computing and Information. This function includes managing communications, computing, and information programs and/or overseeing, directing, and controlling subordinate organizations through developing and issuing policies; providing policy guidance; reviewing, analyzing, and evaluating program performance; conducting mid- and long-range information management/information technology (IM/IT) planning, programming, and budgeting; and/or allocating and distributing resources. This includes IM/IT strategic and

capital planning; performance assessments; business process reengineering; IT risk analysis; knowledge management; and policy, planning, and implementation of computing infrastructures, information architecture/infrastructures, and information operations/warfare. This function is performed by the OSD, the Joint Staff, the management headquarters of Defense Agencies and Field Activities, Combatant Headquarters, Military Department management headquarters, and other management headquarters identified in DoDD 5100.73. This DoD function is a rollup of functions W100E through W100Q. The Navy will use function W100 through W100Q in coding the inventory.

➢ **W100E** **Management Headquarters— IM/IT Strategic Planning.** Creation and update of strategic plans governing the use of information resources across the enterprise and the enterprise-wide operational capability to access, process, transport, store, protect, and manage this information

➢ **W100M** **Management Headquarters Information Architecture and Infrastructures** Creation and maintenance of the operation, systems, and technical views of the Information Technology Architecture

Y105 **Management Headquarters—Defense Direction and Policy Integration.** This function is generally performed at the highest levels of the OSD and Military Departments to include offices of the Secretaries and Deputy Secretaries, and those Under and Assistant Secretaries, or special assistants, and select program policy offices involved in defense direction and policy integration. Operations include planning, policy formulation, policy direction of ongoing military activities, and security affairs (e.g., international security affairs, threat reduction and counter-proliferation policy, international negotiations and regional affairs, U.S. bilateral security relations with foreign countries on political-military policy, and Prisoner Of War /Missing Personnel Affairs). This function includes those elements that provide policy integration and direction for multiple functions listed below (e.g., the Under Secretary of Defense for Acquisition, Technology and Logistics). It also includes those elements that perform activities not specifically addressed by other management headquarters functions and that provide defense direction and policy integration (e.g., Assistant Secretary of Defense for Reserve Affairs). This function excludes operational planning and control

coded Y210 and those U.S. international policy activities coded M610.

Y199 **Other Force Management and General Support Activities.** This function includes force management and general support activities not addressed by other function codes.

Y210 **Management Headquarters—Operation Planning and Control.** This function includes oversight, direction and control of subordinate organizations responsible for the evaluation of military forces (e.g., readiness), war plans, military strategies, development planning, emergency preparedness, and mobilization planning. This includes developing and issuing policies; providing policy guidance; reviewing, analyzing, and evaluating performance; conducting or reviewing mid- and long-range planning, programming, and budgeting; and, allocating resources. It typically includes oversight and approval of mission analyses and materiel requirements; analysis of the utilization of military resources; and, assessments of those infrastructure operations that directly relate to operational planning and control to include strategic and business planning. This function is typically performed by the OSD, the Joint Staff, the Combatant Headquarters, Military Department management headquarters, and other DoD management headquarters identified in DoDD 5100.73.

Y215 **Operation Planning and Control.** This function includes operations performed outside the management headquarters that directly support operational planning and control. This includes the development and integration of doctrine; force development planning and organizational concepts; materiel requirements definition and validation; development of strategy plans/policies (e.g., combat maneuver development), war plans, operations/contingency plans and strategic/ business plans; and support for other combat development programs and projects. This function is typically performed by such organizations as the Command and General Staff College, Service school's combat development activities, Combined Arms Combat Development Activities, the Air Force Doctrine Center, TRADOC Operations Research Activity, Combined Arms Operation Research Activity (CAORA), and TRADOC Research Element Monterey (TREM). This function excludes training development operations coded U550 and readiness planning coded Y220.

Y240   Management   Headquarters—Manpower   Management.
This function includes oversight, direction, and control of
subordinate manpower offices and centers through developing
and issuing manpower management policies; providing policy
guidance; reviewing and evaluating program performance;
and, conducting or reviewing mid- and long-range planning,
programming, and budgeting. This function is performed by
major DoD headquarters activities identified in DoDD
5100.73.

Y245 Manpower Management Operations. This function
includes manpower operations typically performed by
manpower offices, centers, and field operating
agencies(FOAs) at all levels within the Department.
Manpower operations typically include assessing processes,
procedures, and workload distribution; designing
organizational structures; business process reengineering;
validating workload and determining manpower requirements;
and, tracking, reporting, and documenting manpower numbers.
It includes determining manpower for existing or new
mission requirements, new defense acquisition systems
(e.g., major weapon systems and automated information
systems), functional or mission realignments and transfers;
downsizing and reinvention initiatives; and, process
improvements. This function includes manpower support when
determining manpower for: combat development; manpower
mobilization planning; the defense planning, programming,
and budget process; the manpower resource allocation
process; the commercial activities program; and, other
outsourcing and privatization initiatives.   It also
includes centralized control of information and data
relating to missions, workload, and performance that
support reengineering of functional processes and
procedures and restructuring organizations.

Y415   Legal Services and Support.   This function
includes the management of, and operations typically
performed by, legal offices at all levels within the DoD.
Legal operations typically include, but are not limited to,
legal advice to commanders, directors, managers,
supervisors, and members of their organizations as well as
to individual military members, civilian employees,
eligible dependents, and retirees.   This includes
representation of DoD Components and organizations to other
foreign, state, and local governments; other U.S.
government agencies; and private organizations and persons.

This includes participation in administrative and judicial litigation (to include military justice); adjudication of military justice trial and appellate court cases; and, adjudication of claims and security clearance investigations. It also includes court reporting and legal and litigation studies.

   Y525 <u>**Protocol Operations.**</u>   This function includes program management and operational guidance of protocol operations to include providing liaison, coordination, and official representation services.   This function includes providing advice and counsel to respective leadership and staff, and subordinate protocol offices regarding protocol matters and issues.   This function also includes conducting and coordinating required support, and developing and determining the correct policy, guidance, plans, processes, and procedures to be used to ensure the appropriate orders of precedence and etiquette are followed when hosting or conducting various types of visitations, ceremonies, and events.   It also may include providing official liaison between organizations both internal and external to the Department.   This function does not include Public Affairs operations (coded Y515) that deal with issues of public interest and communicating with and informing the internal DoD and external publics on those issues.   This function also does not include legislative liaison activities coded Y620.   The protocol function may be performed by offices at all levels within the DoD.

   Y527 <u>**Other Protocol Activities.**</u>   This function includes protocol activities not addressed by other function codes.

   Y810 <u>**Management Headquarters—Administrative Support & Federal Compliance.**</u>   This function includes the oversight, direction, and control of administrative support programs, statutory programs (e.g., the Freedom of Information Program, the Defense Privacy Program, and the Federal Voting Assistance Program) and subordinate offices, centers, and libraries.   This includes establishing policies, procedures and practices to ensure compliance with Federal guidelines (e.g., compliance with Paperwork Reduction Act and the Administrative Procedures Act); providing guidance on program implementation; analyzing, evaluating, reviewing performance; and where mandated, submission of statutory reports.   This includes oversight of federal compliance of administrative programs,

administrative management and correspondence services; documentation services; directives and records management services; microfilming and library services; printing and reproduction services; and, document automation and production services. This function is performed by major DoD headquarters activities identified in DoDD 5100.73.

Y815 **Federal Compliance of Administrative Programs.** This function includes providing program management and operational guidance for the Freedom of Information Program, the Defense Privacy Program, the Federal Voting Assistance Program, Paperwork Reduction Act, and Administrative Procedures Act and other similar programs to ensure compliance with federal statutory and regulatory guidelines. This may include providing advice and assistance to senior leaders and staff at all levels of the Department. This also may include serving as the official spokesperson at the designated organizational level on program issues and matters.

Y820 **Administrative Management and Correspondence Services.** This function includes services typically performed by internal mail and messenger centers, administrative support offices and centers, as well as administrative support that is severable from the function it supports. It includes general clerical, secretarial, and administrative support duties; coordination, processing, and distribution of paper communications and general service messages; translation services; management and processing of forms; maintenance and control of administrative services contracts; travel charge card administration and management; and, other management record-keeping duties.

Z101 **Corps of Engineers Program and Project Management.** This function includes managerial and executive level activities associated with delivering individual Civil Works, Military Programs, and support for other projects (project management) or an aggregate of projects (program management) to U.S. Corps of Engineers (USACE) customers. This includes managing the development and justifying, defending, and executing a project or an aggregate of projects. Work is performed and decisions approved at the project level; performance and decisions receive supervisory review at the district level; and quality assurance reviews are accomplished at the division office level.

Z110 **Management of Major Construction of Real Property.** This function includes the supervision, inspection, and administration of contract construction work; technical assistance in contract negotiations; preparation of contract modifications; and, surveillance of construction projects. This includes the collection of engineering and design technical data; conduct of construction reviews before contract award; quality assurance of ongoing construction; documentation and commissioning for transfer of completed work to the appropriate agency; and, the technical and policy review of such work. This function includes, but is not limited to, performance by USACE. Within USACE, project work is performed and decisions approved at the project level; performance and decisions receive supervisory review at the district level; and, quality assurance reviews are performed at the division office.

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX B. CA FUNCTION CODES (N=52) COMPARED TO SHRM BODY OF KNOWLEDGE (N=87 LOADS)

Group	CA function code	SHRM modules CA function code description	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety and Security	Other	Number of Loads	Number of HR officers
1	C110	Management Headquarters-Financial Management	1	1	1	1				4	4
1	C400	Budget Support				1				1	1
1	I110	Management Headquarters-Audit	1			1				2	2
1	I999	Other Audit and Investigative Activities							1	1	2
1	Y105	Management Headquarters-Defense Direction and Policy Integration	1							1	6
1	Y199	Other Force Management and General Support Activities							1	1	8
1	Y210	Management Headquarters-Operation Planning and Control	1	1	1					3	4

Group	CA function code	SHRM modules CA function code description	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety and Security	Other	Number of Loads	Number of HR officers
1	Y215	Operation Planning and Control	1							1	9
1	Y240	Management Headquarters–Manpower Management	1	1	1	1				4	27
1	Y245	Manpower Management Operations	1	1		1				3	20
1	Y415	Legal Services and Support					1			1	1
1	Y525	Protocol Operations					1			1	1
1	Y527	Other Protocol Activities							1	1	1
1	Y810	Management Headquarters–Administrative Support	1	1	1					3	1
1	Y815	Administrative Support Program Management					1			1	4
1	Y820	Administrative Management and Correspondence Services							1	1	4

Group	CA function code	SHRM modules CA function code description	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety and Security	Other	Number of Loads	Number of HR officers
2	W100	Management Headquarters–Communications, Computing & Information Services	1	1	1	1				4	1
2	W100E	Management Headquarters–IM/IT Strategic Planning	1							1	1
2	W100M	Management Headquarters–Information Architecture/ Infrastructure		1						1	1
3	R120	Science and Technology							1	1	2
4	A630	Management and Support to Test and Evaluation	1	1						2	1
4	A699	Other Test and Evaluation Activities							1	1	90
4	F160	Systems Acquisition–Other Program Support	1		1	1				3	2
4	F320	Contracting Administration and Operations							1	1	1

75

Group	CA function code	SHRM modules / CA function code description	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety and Security	Other	Number of Loads	Number of HR officers
5	J410	Organizational & Intermediate Repair & Maintenance Management			1					1	1
5	K410	Depot Management			1					1	1
5	T110	Retail Supply Operations							1	1	2
5	T177	Food Supply							1	1	1
7	S100	Management Headquarters– Installations	1	1	1					3	2
7	S200	Installation, Base or Facility Management	1							1	23
7	S310E	Housing Management (Berthing BOQ/BEQ)	1							1	1
7	S719	Confinement Facility Operations							1	1	1
8	E220E	SOH Program Oversight and Management						1		1	1
9	Z101	Corps of Engineers Program and Project Management	1	1						2	1

Group	CA function code	SHRM modules / CA function code description	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety and Security	Other	Number of Loads	Number of HR officers
9	Z110	Management of Major Construction of Real Property	1	1						2	1
11	B810	Management Headquarters– Military Personnel	1	1	1	1				4	21
11	B820	Military Recruiting and Examining Operations		1	1					2	112
11	B830	Military Personnel Operations	1	1	1	1				4	48
11	B920	Personnel Social Action Program Operations		1						1	1
11	G050	Management Headquarters– Community and Family Services			1					1	5
11	G900	Chaplain Activities and Support Services							1	1	1

Group	CA function code	SHRM modules CA function code description	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety and Security	Other	Number of Loads	Number of HR officers
12	U001	Management Headquarters– Education and Training	1	1	1					3	15
12	U050	Military Institutional Education and Training Management		1						1	13
12	U200	Officer– Acquisition (Pre-Commissioning) Training							1	1	35
12	U300	Specialized Skill Training							1	1	89
12	U510	Professional Military Education							1	1	11
12	U520	Graduate Education							1	1	6
12	U550	Training Development and Support for Military Education & Training	1							1	46
12	U599	Other Military Education and Training Activities							1	1	8

Group	CA function code	SHRM modules CA function code description	Strategic Management	Workforce Planning & Employment	Human Resource Development	Compensation and Benefits	Employee and Labor Relations	Occupational Health, Safety and Security	Other	Number of Loads	Number of HR officers
14	M199	Other Operational Command and Control Activities							1	1	1
14	M301	Management Headquarters-Intelligence	1	1	1	1				4	1
15	M410	Expeditionary Force Operations							1	1	19
		Total	22	18	15	10	3	1	18	87	661

THIS PAGE INTENTIONALLY LEFT BLANK

LIST OF REFERENCES

Bell, R. S., Bresnahan, K., Chew, D., Holdrege, M., & Sander, J. (1999). Getting to the core of competency. *The Government Accountants Journal*. Arlington, VA.

Naval Military Personnel Manual, NAVPERS 15560D, (2002). Bureau of Naval Personnel: Millington, TN.

Lateral Transfer and Change of Designator Codes of Regular and Reserve Officer. Article 1212-010 (2002). Bureau of Naval Personnel: Millington, TN.

Navy Enlisted Occupational Classification System (NEOCS), Chief of Naval Operations Instruction 1223.1B. (1993). Washington, DC.

Navy Officer Occupational Classification System (NOOCS). Chief of Naval Operations Instruction 1210.2B. (1993). Washington, DC.

Department of the Navy Civilian Career Path Guide, Volume I. (2001). Washington, DC.

Manual of Navy Officer Manpower and Personnel Classifications, NAVPERS 158391, Volume 1, Major Code Structures. (2003). Bureau of Naval Personnel: Millington, TN.

Manual of Navy total Force Manpower Policies and Procedures, Chief of Naval Operations Instruction 1000.16J. (1998). Washington, DC.

Department of the Navy, Office of the Chief of Naval Operations letter, (30 September 2004). FY2004 Navy Inherently Governmental and Commercial Activity (IG&CA) Inventory. Director, Total Force Programming and Manpower Division (N12), Washington, DC.

Department of the Navy, Office of the Deputy Assistant Secretary of the Navy for Civilian Human Resource website: https://www.donhr.navy.mil, accessed 12 Sep 2006.

Five key HR competencies-and a toolkit to build them. *HR Focus*. (2003). New York.

Landis, R. and Brown, M. (16 January 2004), Contextual
    Forming of Navy Job Related Data in association with
    Level 1 and Level 2 of the Data Assurance Model, White
    Paper, Concept Paper-Work in Progress.

Lamb, C. J. (2004) Information Operations as a Core
    Competency, *Joint Force Quarterly,* Issue 36,
    Washington, DC.

National Aeronautics and Space Administration. (26 May
    2005). Competency Dictionary Revision 6 Guidelines,
    NASA Competency Management System (CMS)*, Office of
    Human Capital Management*. Revision: 2. CMS-DOC-12.

NASA Office of Human Capital Management website:
    http://nasapeople.nasa.gov, 12 Sep 2006.

Roehling, M. V., Boswell, W. R., Caligiuri, P., Feldman,
    D., Graham, M. E., Guthrie, J. P., et al. (2005). The
    Future of HR Management: Research Needs and
    Directions. *Human Resource Management, Wiley
    Periodicals, Inc.*, 44(2).

The Society for Human Resource Management (SHRM) Learning
    System^TM. (2005).

United States Navy Chaplain Corps, Sea *Chaplaincy 21,
    Producing Spiritually Fit Sea Warriors.*

United States Navy, Navy Environmental Health Board.
    (2005). Navy Environmental Health Officer Core
    Competency Initiative. Portsmouth, Va.

United States Office of Personnel Management. (1999).
    Looking to the Future: Human Resource Competencies, An
    Occupation in Transition." Part 2. MSE-00-6.

Wright, L., (2001). HR competencies: Getting them right.
    Canadian HR Reporter, Toronto.

INITIAL DISTRIBUTION LIST

1. Defense Technical Information Center
    Ft. Belvoir, VA

2. Dudley Knox Library
    Naval Postgraduate School
    Monterey, CA

3. RADM Crisp
    Joint Staff (J1)
    The Pentagon
    Washington, DC

4. RDML Flanders
    Chief of Naval Operations (N14)
    Navy Annex, FOB 2
    Washington, DC

5. CAPT Firehammer
    Human Resources Officer Community Manager (PERS4421)
    Millington, TN

6. Navy Manpower Analysis Center
    Millington, TN

7. Spishock Library
    Navy Personnel Research, Studies, and Technology
    Division (PERS 1)
    Bureau of Naval Personnel
    Millington, TN

8. Dr. L. Andrew Jones
    Navy Personnel Research, Studies and Technology
    Division (PERS 1)
    Bureau of Naval Personnel

9. Dr. Stephen Mehay
    Naval Postgraduate School
    Monterey, CA

10. CDR Sue Bosque
    Naval Postgraduate School
    Monterey, CA